

DEPARTMENT OF THE ARMY
HEADQUARTERS, FORT SAM HOUSTON
Fort Sam Houston, Texas 78234-5000

FSH Regulation
No. 20-2

6 February 1985

Assistance, Inspections, Investigations, and Followup
COMMAND INSPECTION PROGRAM

Issue of supplements to this regulation by subordinate commanders is prohibited, unless specifically approved by Headquarters, Fort Sam Houston.

1. PURPOSE: This regulation establishes the policies and procedures and provides guidance to commanders in order to implement the Chief of Staff of the Army (CSA) guidance and comply with the FORSCOM policy on the Command Inspection Program.
2. SCOPE: The provisions of this regulation are applicable to all commanders of units assigned or attached to Fort Sam Houston, Texas.
3. REFERENCES:
 - a. AR 20-1
 - b. FORSCOM Supplement 1 to AR 20-1
4. GENERAL: Commanders cannot rely exclusively on the IG inspection for information on the status and problems of the command. Commanders must see for themselves. Inspections are too important to be left up to inspectors alone. Commanders must be actively involved in the direction and conduct of all inspections and get personally involved with their subordinate units in order to guide, teach and influence junior leaders while emphasizing their priorities, objectives and standards of performance. Inspectors General teach and demonstrate standards of performance, but commanders set the standards.
5. POLICY AND PROCEDURES:
 - a. Command Inspections:
 - (1) Will be conducted by commanders. They may use their staff when required for technical expertise.
 - (2) Will be basically compliance oriented based on some of the same ideas and purposes of the Old Saturday Morning Inspection.
 - (3) Will cause commanders to look at the soldiers and where they live and work.
 - (4) Will focus on leadership/command climate and the status of the functional areas of training, maintenance, supply, administration, emphasizing those things the senior commander considers important.

May be announced or unannounced.

Will be documented.

b. Free Inspections:

(1) Will be the initial command inspections. They are "free" in that they are conducted within the first 90 days of a new unit commander's assumption of command and the results are not held against him. Rather, the results will be used by the new commander to understand the focus, concern, and priorities of his senior commander.

(2) Should leave no doubt in the minds of the leadership chain as to what the priorities are and where the effort should be placed.

(3) Will identify strengths and weaknesses of the unit by examining mission execution, materiel status, levels of training, morale, discipline, etc.

(4) Will provide the results to be used as a base line for measuring future performance, to establish goals and objectives for the new unit commander, and to articulate priorities, areas of emphasis, and standards of acceptable performance.

(5) Should unburden the new commander by clearly articulating what is expected of him early in his tenure.

(6) Will be scheduled after 30, but before 90 days of the new commander's assumption of command.

c. Frequency of Inspections:

(1) Free inspections shall be conducted once for a new unit commander as stated above.

(2) Follow-up command inspections, other than free inspections, will be given at least once during a unit commander's tenure to determine how well he has done in meeting the goals, objectives, and standards of performance.

(3) Unit commanders will also receive at least one IG inspection which will also check on the success of the Command Inspection's goals and objectives.

6. RESPONSIBILITIES:

a. Commander, Fort Sam Houston is responsible for the overall Command Inspection Program.

b. Commander, Headquarters Command:

Is responsible for the implementation of the command inspection program.

(2) Will conduct an initial free inspection of each subordinate unit between the 30th and 90th day of a new unit commander's assumption of command

(3) Will conduct a follow-up command inspection of each subordinate unit at least once more during a unit commander's tour.

(4) Will use the command inspection as a compliance type follow-on inspection to complement the systemic inspection of the IG as he (Cdr, HQ Command) deems necessary.

(5) Will be well informed as to the installation commander's goals and objectives for his units.

(6) Will request assistance from the Fort Sam Houston staff as required to accompany him on command inspections.

Should personally visit, on a weekly basis, the following:

Training of at least one of his subordinate units

Consolidated Dining Facility.

Consolidated Tactical Motor Pool.

c. Unit commanders subordinate to Headquarters Command:

(1) Be prepared to receive an initial free command inspection during their first 90 days in command. A lot of advanced preparation should not be required for this inspection.

(2) Be prepared for other command inspections and IG inspections as described above.

(3) Should continuously try to meet the goals, objectives, and standards set by the initial inspection.

(4) May request assistance from Headquarters Command in any functional area at any time they deem it necessary.

(5) Should visit each functional area of their unit (motor pool, supply room, training, admin) on a weekly basis.

d. Inspector General:

(1) Will assist in the development and implementation of the command inspection program by providing technical advice.

Will teach commanders how to inspect when called upon

e. Directorates, Fort Sam Houston Staff:


(1) Provide technical training to subordinate commanders and staffs as requested by Commander, Headquarters Command.

(2) Provide technical inspectors as requested by Commander,
Headquarters Command.

The proponent of this regulation is the Commander, Headquarters Command, Fort Sam Houston.

FOR THE COMMANDER:

OFFICIAL:


R. G. LAWRENCE
Major, AGC
Adjutant

DISTRIBUTION:
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